California Child and Family Services Review: System Improvement Plan Update

County of Tuolumne
Human Services Agency
Juvenile Probation Department



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System Improvement Plan (SIP) Update Narrative

This System Improvement Plan (SIP) Update is the Tuolumne County Human Services Agency, Department of Social Services' (DSS) latest response to Assembly Bill 636 (AB 636), the California's Child Welfare System Improvement and Accountability Act of 2001. The intention of AB 636 is to shift child welfare services to a more outcomesbased system and to implement key reforms, including more active partnering with the community, sharing responsibility for child safety, strengthening families, and assuring the fairness and equity of service delivery and outcomes.

Outcomes selected for improvement during the 2010–2013 cycle include the following outcome measures: C1.4 Reentry Following Reunification, 2B Timely Response to 10 day Referrals, 4B Least Restrictive Placement, and 8A Youth Transitioning to Self-Sufficient Adulthood. These outcomes were selected as a means to improve in targeted areas highlighted by data analysis incorporated in the County Self Assessment. The SIP Stakeholder Team formulated concise goals, strategies, milestones, and timeframes for incremental improvement within a three year window. Probation continues to focus on Youth Emancipating from Foster Care are Prepared to Transition to Adulthood. A review of the data reflects a need to continue to improve in this area.

Federal Performance Improvement Plan

The State of California is currently engaged in an ongoing Performance Improvement Plan (PIP) provided to the **Administration for**

Children and Families (ACF) which identifies 6 strategies:

PIP Strategy One: Expand the use of participatory case planning strategies.

PIP Strategy Two: Sustain and enhance permanency efforts across the life of the

case.

PIP Strategy Three: Enhance and expand caregiver recruitment, retention,

training and support efforts.

PIP Strategy Four: Expand options and create flexibility for services and

supports to meet the needs of children and families.

PIP Strategy Five: Sustain and expand staff/supervisor training.

PIP Strategy Six: Strengthen implementation of the statewide safety assessment

system.

Tuolumne County's SIP was developed with a keen eye toward contributing to the achievement of each of the PIP strategies as noted below.

PIP Strategy One: Family Group Decision Making Meetings and Emancipation Conferences support all of the SIP focus areas and at their core are based on engagement and case planning with families.

PIP Strategy Two: With Permanency as an identified focus area, permanency has been a focus from the very beginning with the implementation of: (1) a formal family search/family finding effort, (2) alternative therapeutic interventions with our youth in permanent placement aimed at improving overall emotional well-being, and (3) use of

relative and NREFM homes as primary placement options with probation and CWS youth, with a goal of keeping our children/youth in our community and in the lowest level of care possible.

PIP Strategy Three: Tuolumne County has focused on foster family home recruitment, retention, and training of caregivers intensely for the past three years as part of our last SIP three-year cycle. Tuolumne County has continued to utilize the strategies developed in the last SIP process to continue with this endeavor.

PIP Strategy Four: Tuolumne County developed and piloted its alternative socialemotional support for youth for those either unable to actively engage in formal 'talk therapy' interventions or as an addition to enhance formal therapies. Flexibility in services is also seen in Tuolumne County's Differential Response program, community based screening of young children using the Ages and Stages Questionnaire (ASQ), planning for Wraparound, and community step-down services.

PIP Strategy Five: Training around family engagement, permanency planning teams, and Wraparound have been essential elements that support improvement in the identified focus areas.

PIP Strategy Six: Decision-making along the whole spectrum of reunification and permanency efforts must always place safety at the forefront. Improvement can be seen in the use of Structured Decision Making (SDM) tools coupled with a professional assessment of the interaction of any safety threats with child vulnerabilities and family protective capacities.

Part I: CWS/Probation

CWS/Probation Cover Sheet

California's Child and Family Services Review System Improvement Plan						
County:	Tuolumne					
Responsible County Child Welfare Agency:	Department of Social Services, Child Welfare Services					
Period of Plan:	October 23, 2010 - October 23, 2013					
Period of Outcomes Data:	Quarter ending: June 30, 2010 (Q4)					
Date Submitted:	September 26, 2011					
County System Improvement P	lan Contact Person					
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Submit	ted by each agency for the children under its care					
Submitted by:	County Child Welfare Agency Director (Lead Agency)					
Name:	Ann E. Connolly					
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Name:	Adele Arnold					
Signature:	alele arnald					

CWS/Probation Narrative

Tuolumne County Child Welfare Services and Probation departments enthusiastically engaged in its first year of system improvement strategies as part of a system wide effort to improve outcomes for youth and families. This effort has been embraced by our community partners, stakeholders, collaboratives, and participants.

As we wrap year one of a targeted and eventful process of implementing initiatives, programs, and strategies for improvement, there is much to be excited about as well as lessons learned which will be addressed in this year end report. This report will review our strategies, how they have served to improve on specific outcome measures, and areas for further effort to ensure goal completion by October 2013.

In review, Tuolumne County's 2009 Peer Quality Case Review (PQCR) and resulting County Self Assessment (CSA) in 2010 identified weaknesses in Child Welfare Services (CWS) and Probation. For CWS, these included a lack of appropriate foster homes, frequent changes in placement for older youth, a need to implement formal family finding, and a need to increase support staff in CWS. Community and service provider surveys highlighted a need for counseling, drug and alcohol treatment services, community-based interventions, and school based services. That same survey identified a need to increase parenting resources, improving collaboration/citizen engagement, increasing outreach/awareness activities, education, and school-based programs.

The County Self Assessment outlined needs for improvement in early, community-based intervention, timely response by CWS to referrals of abuse, timely reunification, improving stability of placement for youth in foster homes, a community-based step-down or aftercare program for clients stepping out of the court dependency arena, and formal family finding efforts to fully engage families in meeting the myriad needs of their family members.

The community was engaged through the use of SIP Stakeholder Team meetings at the onset of the current System Improvement Plan. Subcommittees of this team were engaged on individual system improvement strategies throughout the year. These meetings served to identify additional resources, ideas, and innovative strategies to further increase opportunities for success in meeting improvement goals. These ideas included expanding differential response, instituting early childhood screening using community partners, equine bonding activities for youth unable to engage in formal therapeutic services, implementing Wraparound services with a strong Parent Partner component, and developing a Parent Leadership Training Academy.

Since the submission of our SIP, the Probation Department has implemented as well as improved programs that were being utilized, to meet the criteria for Evidence Based Practices and Programs. These programs include; Teen Drug and Alcohol, Intensive Substance Abuse, Teen NA/AA, Girl's Circle, New Horizons, Thinking for a Change, the Change Company Interactive Journaling and the Juvenile Work Program. Probation

officers received training in Motivational Interviewing and Facilitating Skills, both provided by the Resource Center for Family-Focused Practice.

Year End Update and Review

Probation continues to focus on Youth Emancipating from Foster Care are Prepared to Transition to Adulthood. A review of the data reflects a need to continue to improve in this area. Since the submission of our SIP in October, 2010 and covering the period of January 2010 through July, 2011, Probation experienced three juveniles who emancipated from the foster care system. The chart below is updated to reflect the outcomes of those three juveniles:

_	Of the 3 Emancipated	
Outcome/Measure	Foster Youth	Percent
Homeless Within 6	1	33%
Months of Emancipation		
High School Diploma or	2	66%
Equivalence at time of		
Emancipation		
Family or Lifelong	3	100%
Connection at time of		
Emancipation		
Employed or Attending	1	33%
College/Vocational		
Training Program at time		
of Emancipation		
New Law Violation	0	
Following Emancipation		
(Point in Time 8/2011)		

Of the three that emancipated from the foster care system, only one chose to participate in the HOPE (Housing and Opportunities Program for Emancipated Foster Youth) House which opened in August 2009 and is part of Tuolumne County's Transitional Housing Program – Plus (THP-P) Program. Unfortunately, this youth entered the program in December 2010, left in January 2011, returned in April 2011 and was terminated in May 2011 for failure to comply with program rules. Interestingly, the most successful participants have been those that have spent six to twelve months homeless prior to being accepted into the program.

In addition, in the 2010 SIP, Probation has teamed with Child Welfare Services to address Family Group Decision Making, Family Finding and Wraparound initiatives. It remains a goal of the Probation Department to increase relative/approve home placements. At this time, Probation has a total of five youth in placement. Although none of the youth are currently placed in a relative/approved home, all of the youth have re-established family connections. One youth is currently going through the Interstate Compact for the Placement of Children (ICPC) process for possible placement with his paternal grandmother. All of the youth in placement have secured a lifelong connection.

In CWS, fourth quarter data (2010)¹ reflect that in the four areas identified for improvement, 3 of 4 areas have shown positive results. First, though there were continual increases in families that reentered the CWS system between the first quarter of 2009 though the first quarter of 2010 (Measure C1.4), there was ultimately a drop in reentry observed for the second quarter of 2010. Our SIP goal has been to improve in this area by 5% each year over the three year cycle, achieving no more than 15% of cases reentering by 2013. As of the fourth quarter of 2010, we achieved 15% reentry, meeting the three year goal. This figure is a few percentage points above the national goal of 9.9%. As a matter of perspective, this figure relates to seven children who reentered care over the national goal of five.

A second area for improvement is in timely in-person investigation of CWS referrals (Measure 2B, Ten Day Response). Performance has improved by 6.2 percentage points, from a low of 88.1% at the onset of the current SIP to 94.3% in the fourth quarter of 2010. The SIP goal for this area is to achieve 92% compliance. Worth noting, Tuolumne County exceeded the state goals for this measure each quarter throughout the review period (Q2 2010 data).

The third outcome measure, 4B Least Restrictive Placement, has been an area of ongoing concern in Tuolumne County. The least restrictive placement a child can reside in outside of their home of origin is that of a family member or non-related extended family member. When that is not possible, a foster family home should be identified. In Tuolumne County, local foster homes have not been fully utilized, resulting in the placement of youth in the next higher level of care: the Foster Family Agency or FFA. Our goal in this area has been to reduce FFA placement by 10%, to achieve no more than 26.9% of our youth placed in an FFA. Q4 2010 data reflects significant improvements in this measure, decreasing FFA placements to 28.4%. However, according to Safe Measures, FFA placements as of the second quarter in 2011 are up to an alarming 44.6%

Placement in local foster homes has been virtually nonexistent beyond that of initial placement in our children's shelter which is licensed as a foster family home. Reasons for this include unwillingness or inability on the part of local foster family homes to take placement, particularly sibling sets. For those who have accepted placements, many only take youth for a few days at a time. Youth are entitled to a placement that is stable, where siblings can be together. Thus, our FFA rate has increased in order to honor these best practice placement principles.

One of Tuolumne County's strategies to improve in this outcome measure was to implement Family Search and Engagement/Family Finding. Through the recruitment of volunteers and the Welfare to Work subsidized employee program (SEP), Tuolumne County developed an internal protocol for providing a family search process without impacting social worker time. Through a referral and assignment process, volunteers and SEPs provided this service including sending required letters to adult family members and tracking the activity in CWS/CMS. This effort resulted in an increase in relative placements. However, on the flip side, also yielded increased placement

¹ C.D.S.S./U.C. Berkeley Center for Social Services Research: CWS/CMS Dynamic Report System. http://cssr.berkeley.edu/ucb_childwelfare.

changes as family members were often ill-prepared for the challenges of placement. Tuolumne County is continuing to attempt to address this hurdle as we continue to fine-tune relative engagement processes.

Our final outcome measure, 8A Youth Transitioning to Self-Sufficient Adulthood, has also demonstrated improvements. Review of the data gathered for the initial SIP, however, shows that early assumptions on poor performance in the area of ILP service delivery are less severe than initially thought. The reason for the discrepancy is that SafeMeasures® reports capturing ILP services includes youth ages 14-18, whereas legislatively required eligible youth include 15 ½ to 18 years of age. Therefore, ongoing data tracking on this measure has included only those youth ages 16-18 to ensure greater accuracy in compliance². Corrected baseline data for our SIP shows 70% of ILP aged youth ages 16-18 (7of 10) received one or more ILP services with 5 receiving three or more services according to SafeMeasures® (TILP Services, extract date 8/15/2011, time period September 2010).

As of July 2011, 9 of 11 eligible youth received at least one ILP service, with 7 youth receiving 3 or more ILP services. This improvement reflects 81.8% participation. Probation approached this outcome measure with the goal to increase the number of youth with an identified lifelong connection upon emancipation to 50%. Probation data reflects that 100% are actively connected.

Improvements in Tuolumne County cover a wide array of areas. First, CWS achieves 100% compliance in the following³:

- 1. CFSR S2.1, No Maltreatment in Foster Care
- 2. AB 636 5A Completing Health and Education Passports.
- 3. AB 636 2B Time First Contact on Immediate Referrals and
- 4. C3.2 Legally Free Exits to Permanency.

CWS data reflects positive movement in C4.1 and C4.3 Placement Stability, as well as in C2.1 and C2.5 Adoption within 24 Months and within 12 months,

Program Highlights:

Animal Assisted Intervention: The Hands and Hooves Project

In June 2011, Tuolumne County Child Welfare Services launched a new program for foster youth entitled *Hands and Hooves*. *Hands and Hooves* pairs abused and neglected horses with foster youth who have been forced to navigate the Juvenile Dependency system because of the abuse and neglect they experienced. The program aims to provide a non-traditional therapeutic setting for foster youth to work on critical social-emotional and interpersonal skills. Aside from the personal benefits the children gain, they are also able to experience the benefits of community service and feel the joy associated with helping others.

² SafeMeasures does not allow a report to include half-year age breakdown. This causes a need to count just those youth ages 16-18 rather than 15 ½ - 18 years.

³ SafeMeasures Dashboards, Q1 – Q4, 2010, retrieved August 23, 2011

A total of 11 children attended an orientation to learn about the program and determine if they were interested in completing the eight week session. Of the 11 youth that attended the orientation, 9 voiced a commitment to participate in the program. Participants included children receiving permanent placement services and ranged in age from 7 to 17. The majority of participants are transitional age youth (14-17). Their involvement in the program has created increased opportunity for Child Welfare Services staff to engage in meaningful dialogue with these youth as they prepare for their transition to adulthood.

A survey addressing emotional well-being was provided to all care providers prior the implementation of *Hands and Hooves*. This same survey will be provided at the conclusion of the program to determine if any statistically significant changes to the children's behaviors and emotional health exist.

During the first session, the children were paired with volunteers. These volunteers consisted of experienced adults and teens who work at the sanctuary with an expressed interest in working with foster youth. Some children were paired with multiple partners to accommodate the high volunteer turnout this program elicited. These volunteers were the children's guide to working safely with the animals and teaching them about general equine care and horsemanship. In working closely with the youth, many of these volunteers developed a strong relationship with the children and have expressed an interest in becoming life long connections for the participating foster youth. In addition, several volunteers have sought additional information on becoming licensed foster parents as they learn of this crucial need in our local community.

Despite the newness of the *Hands and Hooves* program, it has been found to have a profound impact on both the youth participants and the adults bearing witnessing to the program's effectiveness. CWS staff and *Hands and Hooves* volunteers have observed children overcoming fears, building both human and animal relationships, learning respect and empathy, and processing their own grief and loss through their work on the horse sanctuary. In addition, numerous foster parents and relatives have expressed their amazement at the power the program appears to be having on the children's spirits and overall demeanor. The results thus far indicate the program will far exceed the original expectations and will likely become a model for other agencies looking to implement innovative and evidenced based practice for foster youth and other at risk populations. The second session of *Hands and Hooves* is slated to begin by October 1, 2011.

ASQ-III Implementation

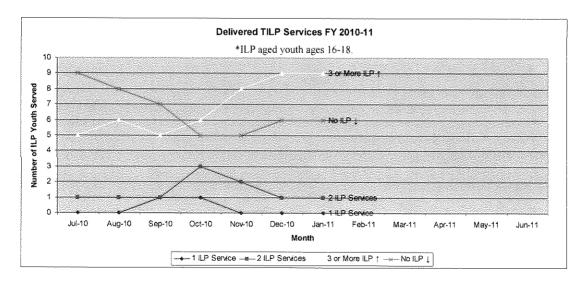
CWS collaborated with over 15 community based organizations, public schools, child care centers, county departments, First 5 Tuolumne County and regional center staff to deliver a free ASQ-III training to those willing to provide screening to children ages 0-5 years as part of their work with families. This training included a free ASQ-III Toolkit, manual, and complete box of necessary toys and items to perform a full battery of screens on all eligible youth. Trainees then participated in a roundtable discussion about the importance of using the same language when working with young children to describe their development, especially to ensure a successful warm handoff from one

service provider to the next. Through the use of the one universal early screening tool, Tuolumne County service providers can work with families in identifying early delays, can ask for assistance using language that is universally understood, and ultimately resulted in a communitywide agreement to support one another through the tool.

CWS now contracts with four of these agencies to screen all children ages 0-3 with a substantiated allegation of abuse who enter the CWS juvenile dependency system at no cost to the agency. All screenings are tracked in CWS/CMS and the Foster Care Nurse on staff reviews each one to determine if follow-up or referral to regional center services is warranted. Between February and June 2011, five children were referred for and received ASQ-III screening resulting in one referral to regional center services and two considered for follow up screening within six months.

Volunteer Corps Project

As part of the Tuolumne County System Improvement Plan (SIP) for 2010-13, staff have committed to ensuring every ILP aged youth, ages 15-21, have youth-directed transitional independent living plans in place and an identified adult who will assist the youth as they enter adulthood. We have been fortunate to identify an undergraduate intern through a nearby university who developed and took on the role of *Youth Life Coach*. Our Youth Life Coach provided15-21 year old foster youth a mentor who assisted them in outlining and achieving their personal emancipation goals. Over 170 volunteer hours were invested working with more than 20 youth including those residing at our THP+ transitional home, The H.O.P.E. House. The Youth Life Coach's time was spent one-on-one with youth, actively pursuing ILP goals, and includes time entering all necessary data to maintain compliance with NYTD (National Youth in Transition Database) and ILP requirements. The volunteer commitment quite dramatically and positively impacted Tuolumne County's ILP delivery and tracking.



Another critical area in need of support in Tuolumne County included our mandated rollout of family search and engagement (FSE) strategies on every CWS case. Considering existing caseload pressures and reduced budgets preventing the recruitment of paid staff, staff have been concerned about the time commitment related

to such diligent family finding efforts. The solution: *subsidized volunteers*. Our FSE intern during the first year of the current SIP was placed with CWS through the Welfare to Work (WtW), subsidized employment program (SEP) and provided us with 32 hours of effort each week. The benefit was multiplied in that while she provided a critical function in finding and engaging families, she also developed a unique skill set that met her personal employment goals, which she can apply to future employment in any number of related fields, thereby increasing WtW program success. As a SEP, our FSE intern was fully paid through Welfare to Work, allowing a level of commitment that is unmatched. She was eligible to continue in this role for six months with opportunity for a six month extension if approved, and provided over 500 hours of service. The FSE intern's volunteer commitment significantly improved Tuolumne County's FSE compliance as shown below.

Tuolumne County Family Search and Engagement (FSE) Data

	FSE Contact	
	Recorded	% Compliance
Q1 2010	20	12.2%
Q2 2010	12	8.5%
Q3 2010	48	31.6%

A third area in need of more focused effort has been in the area of foster parent retention. For this activity, we identified a recently retired community member who provided at least six volunteer hours per week, during which she made personal contact with each local foster parent to nurture the relationship between the caregiver and the CWS agency. By providing a contact person, who provides a listening ear and place to discuss the challenges and joys of foster parenting, Mary gave new life to the important CWS/Foster Parent link. Other activities included visiting with youth awaiting placement or visits, data collection, and file maintenance.

Areas for continued use of volunteers, interns, and subsidized employment placements exist in the areas of ASQ early childhood development screening to meet CAPTA requirements for all youth ages 0-3 with substantiated abuse or neglect.

Compliance in each target area receiving volunteer support has improved in Tuolumne County due to the extraordinary efforts of our volunteers and interns. Though volunteers in Tuolumne County have not always been easy to find due to the small rural nature of the community, through community forums aimed at engaging our neighbors in system improvement efforts and nurturing relationships with those engaged in higher education, we hope to continue to draw from the natural talents of those yearning to play a part in serving our most vulnerable families.

Tuolumne County SIP Component Template - Year One Status Update

Outc. Feder	ome/ ral Me	Outcome/Systemic Factor: Federal Measure C1.4 Reentry Following Reunification			
Com	ıty's	County's Current Performance:			
mont	l child hs aft	Or all children who exited toster care to reunlication between January 1, 2008 to December 31, 2008, 26.1% reentered toster care less than 12 months after reunification. At SIP onset. Tuolumne County was not moving in the direction necessary to meet the national standard 79.9%)	een January 1, 2008 Iv was not moving in t	to December 31, 2008, 26 the direction necessary to	n between January 1, 2008 to December 31, 2008, 26.1% reentered toster care less than 12. County was not moving in the direction necessary to meet the national standard. (9.9%)
The p	ercer	The percentage of children reentering foster care increased from 12.1% to 26.1% since 2007. Currently, as of Q4 2010, we achieved 15%	ed from 12.1% to 26.1	1% since 2007. Currently,	, as of Q4 2010, we achieved 15%
reent	Ty, me	reentry, meeting our three year goal. It is anticipated that this figure will fluctuate based on early data for 2011 Improvement Goal 1.0	this figure will fluctuat	te based on early data for	2011.
Reen	try wi	Reentry will remain stable at between 15-18%			
Strati	Strategy 1. 1		☐ CAPIT	Strategy Rationale:	
Devel	lop ar s affe	Develop and Implement a community support system for clients after the case is closed / /a k a Community Sten.	\vdash	The County Self-Assess	The County Self-Assessment process indicated the need for a
Down	Down Program)	yram)	N/A	program (or post dependent into focts	program (or post dependency services program) is intended to
				supportive network with the end of a case.	supportive network within the community prior to and following the end of a case.
	1.1.1	Prepare RFP/RFQ to identify CBO(s) interested in delivering post dependency	Completed		Cori Ashton, CWS Program Manager Workgroup Members:
		step-down services.			Robin Perkins I is Second
	1.1.2		November 2011		Erin Pollen
		down services to clients within the			Annie Hockett Donna Villanueva, CAS,
		community.			Behavioral Health Laurie May, Drug Court
enote			emente	og pauf	
	1.1.3		Time November 2011		Cori Ashton, CWS Program
		and Welfare to Work (WtW) to ensure transition to self-sufficiency using WtW	Actively	n progress	
		case management.			
	1.1.4	Outline program statement, procedures, goals, and expectations. Elements may	April 2012		Cori Ashton, CWS Program Manager
		include: post-dependency drug testing, parent support hotline, and solid NA/AA			HSA Staff Analyst
		connection at Exit.			
		<u> </u>		CONTRACTOR OF THE PROPERTY OF	

Michie Anderson, Social Services Supervisor HSA Analyst	October 2013 Cori Ashton, CWS Program Manager HSA Staff Analyst	CAPIT Strategy Rationale Increasing a family's knowledge of the process from the beginning will provide a clear understanding of how to successfully reunify with their child(ren) and prevent possible reentry into foster care. Parent partners support clients through the system including guidance to find/access services, how to dress for court, how to navigate NA/AA, transportation assistance, etc. Parent Partners can become a key support to families in Wraparound Services. Research shows that recidivism is markedly reduced when parent mentors are engaged with families. Additional supports parent partners provide include post-dependency support for those exiting the juvenile dependency system.	leted Cori Ashton, CWS Cori Ashton, CWS Workgroup: Workgroup: Shared Leadership Network Chair PCATC Chair PCATC Chair Advocacy Advocacy	
July 2012	Octob		Completed	Completed
			frame	əmiT
Develop client orientation to community step-down program to prepare family for realities of transition away from Child Welfare Services into 'step-down'.	Successfully complete implementation of Community-Based Step-Down Program. Success will be based on evaluation of program's milestones.	Strategy 1. 2 Implement a Tuolumne County Parent Partner Program	Develop strategy with parents who are committed to launching Tuolumne County Pilot Parent Partner program. Host a community awareness event to launch the concept. Invite attendance and support of county Board of Supervisors, Judiciary, community members and other key stakeholders.	Following the completion of the Parent Leadership Training Academy, research ability to access AmeriCorps and Wraparound funding. Outline strategy for the local Child Abuse Prevention Council to garner shared responsibility for program implementation, oversight, and
1.1.5	1.1.6	Strategy 1.	1.2.1	1.2.2
		Imple	əuojs	eeliM

vork	
 Workgroup: Shared Leadership Network Chair PCATC Chair Robin Perkins, Parent Advocacy 	Cori Ashton, CWS Linda Downey, Probation PCATC Chair Parent Partner Chair
M M	P P C S
July 1, 2012	September 2012
Identify pool of candidates to participate in Pilot Parent Partner program. Pool of parents should come from multiple sources: i.e. Probation, CWS, Education, Head Start, SELPA, Tribe	Successfully complete program components and policy/procedures necessary for a pilot Tuolumne County Parent Partner Program. Success will be based on evaluation of program's milestones.
1.2.3	1.2.4

Strategy Rationale Family and community involvement during a case leads to ongoing support for parents after a case is closed. Children and their families belong to a wider family system that can provide on going nurturing and responsibility. Active family group participation is essential for good outcomes for children. Current best practice literature endorses an outside provider to host/coordinate FGDMs so CWS/Probation stigma is removed. Family is empowered when the FGDM is managed outside of government circles. The FGDM process allows for a more comprehensive definition of who the 'family' is. For example, the process includes family identified support, mentors, non-related family, and so on.	HSA Staff Services Analyst: Probation Staff Services Analyst to ceigned	HSA Staff Services Analyst; Probation Staff Services Analyst
CAPIT CBCAP CBCAP PSSF NIA NIA PSSF PSF PSF PSF PSF PSF PSF P	October 2012	October 2011
Strategy 1.3 Enhance Family Group Decision Making / Family Conferencing Program County intends to simply incorporate the FGDM component into Differential Response and Community StepDown Program contracts with CBOs to ensure cases are managed with a family focused and engaged approach.	1.3.1 Research the possibility of coordinating this service through an outside vendor. Specialized training plan must be inclusive of EGDM service agreement specific to coordinating and facilitating EDGM meetings. All confidentiality issues will be researched to address outside vendor access to information.	4.3.2 Identify funding stream and agency to facilitate on going FGDM meetings

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Michelle Clark, Foster Care Licensing Supervisor	Michelle Clark, Foster Care Licensing-Supervisor	Cori Ashton, CWS Program Manager
December 2011	February 2012	March 2012
4.3.3 Train foster parents in effective FGDM processes, including their roles, responsibilities, boundaries, expectations, etc.	1,3.4 Invite foster parents to FGDM sessions to develop positive supportive relationship between family and short term care provider (foster parent) with common goal of family success.	1.3.5 Develop protocols providing a map for a family finding staff person to manage the agency's Family Search/Engagement effort to meet Probation/CWS mandates.

Strategy Rationale This evidenced based parenting curriculum was created for families in the CWS system. Particular focus is given to parents recovering from substance abuse addictions. The curriculum is designed to provide additional long term recovery strategies to parents. DDC clients have the highest rate of recidivism and this curriculum will work with parents and children to reduce re-entry after reunification. Research indicates parents replace tendencies for abuse and neglect with more appropriate parenting strategies. Parents have been found to achieve higher rates of attendance and completion of program goals, as well as maintaining free of abuse six months after completion. Nurturing Parenting has been demonstrating success for over 25 years.	Annie Hockett, CWS Program Manager, Raising Healthy Families	Assigned to Assigned to Assigned to Assigned to	PCATC Chair Program Manager, Raising Healthy Families Cori Ashton, CWS Program Manager/CBCAP and CAPIT Liaison
CAPIT CAPIT CBCAP CBCAP N/A N/A	Completed	Completed	October 2013
Strategy 1.4 Nurturing Parent Program – Implement and Roll Out to Dependency Drug Court Client Base	1.4.1 Raising Healthy Families will work with the Dependency Drug Court treatment team to increase communication by providing evidence based progress reports. The team will review findings from client-completed parenting questionnaires.	1.4.2 Families identified as "high risk" upon closing a dependency case will be referred to Raising Healthy Families to complete on-going/follow up home visits. Referral form and procedure will be developed for CWS social workers to use to refer families to Raising Healthy Families for continued home visits following a dependency case.	1.4.3 Monitor program goals and outcomes

Outcome Systemic Factor: A Sip onset, CWA data demonstrated proor compliance in the area of delivering and/or tracking Independent Living Skills Program (ILP) services, with a fartines, 70% of ILP gets youth ages 16-18 (70-11) incolouded one or more ILP services, with a training, 70% of ILP gets youth ages 16-18 (70-11) incolouded one or more ILP services, with a reflected 4 out of 8 youth (50%) had identified a lifeling connection whereas Q4 2010 data reflects 100% of probation youth a a connected. In Consolidate and tracked in CWSCANS will be maintained at or above 75% participation. ILP activities to maintain its goal to improve lifeling connection to services in the Tansitional Independent Living Plant (ILP) process. Stategy 1.1 Began independent transitional planting at the me the interest of the connection provent in the Tansitional Independent Living Plant (ILP) process. The participation in the complete care) in the Tansitional Independent Living Plant (ILP) process. The participation in the connection planting active profit of the connection of the connection whereas Q4 2010 data reflects the connection whereas and module them the connection of the			ses	ss.	DD .	<u> </u>						
Outcome/Systemic Factor: 8A. Youth transition to adulthood County's Current Performance: At SIP onset, CWS data demonstrated poor comservices. Since that time, 70% of ILP aged youth according to SafeMeasures (TILP aged youth exiting the Juvenile Probation system, data reflecting to Probation youth are connected. ILP activities provided and tracked in CWS/CMS strategy 1.1 Begin independent transitional planning at the time outh is eligible. Identify support persons and inclinitially at 15 ½ years old, every six months and 9 of seel of the proposed of the proposed of the proposed of the proposed of the youth. Outline goals clearly in TILP, case plan and Court report with the youth. Outline goals clearly in TILP, case plan and Court report of achievable goals. Have the youth of fiderify a support "team" (Initially at 15 ½ years old and every six meetings with potential support "team" months until age 17. Starting at age 17 every 3 months and 90 days prior to emancipation/aging out of foster care)			endent Living Skills Program (ILP) es with 5 receiving three or more servic ally, of eight emancipated foster youth nnection whereas Od 2010, and	100% participation.	chieve successful self-sufficiency as thood, they require support and plannir or Deputy Probation Officer, CWS ordinator and other identified support County, performance in successful county.	storically been below standards.	Michelle Clark, ILP Supervisor Placement Officer Senior Probation Officer	Social Worker	Michelle Clark, ILP Supervisor Placement Officer Senior Probation Officer	Social Worker	Michelle Clark, ILP Supervisor Placement Officer Senior Probation Officer	VVORKer
Outcome/Systemic Factor: 8A. Youth transition to adulthood County's Current Performance: At SIP onset, CWS data demonstrated poor comservices. Since that time, 70% of ILP aged youth according to SafeMeasures (TILP aged youth exiting the Juvenile Probation system, data reflecting to Probation youth are connected. ILP activities provided and tracked in CWS/CMS strategy 1.1 Begin independent transitional planning at the time outh is eligible. Identify support persons and inclinitially at 15 ½ years old, every six months and 9 of seel of the proposed of the proposed of the proposed of the proposed of the youth. Outline goals clearly in TILP, case plan and Court report with the youth. Outline goals clearly in TILP, case plan and Court report of achievable goals. Have the youth of fiderify a support "team" (Initially at 15 ½ years old and every six meetings with potential support "team" months until age 17. Starting at age 17 every 3 months and 90 days prior to emancipation/aging out of foster care)			Indep service). Initi	2% -	h to a h to a adult rovide P Co	as his			ot ber	ıgiseA	1	
Outcome/Systemic Factor: 8A. Youth transition to adulthood County's Current Performance: At SIP onset, CWS data demonstrated poor comservices. Since that time, 70% of ILP aged youth according to SafeMeasures (TILP aged youth exiting the Juvenile Probation system, data reflecting to Probation youth are connected. ILP activities provided and tracked in CWS/CMS strategy 1.1 Begin independent transitional planning at the time outh is eligible. Identify support persons and inclinitially at 15 ½ years old, every six months and 9 of seel of the proposed of the proposed of the proposed of the proposed of the youth. Outline goals clearly in TILP, case plan and Court report with the youth. Outline goals clearly in TILP, case plan and Court report of achievable goals. Have the youth of fiderify a support "team" (Initially at 15 ½ years old and every six meetings with potential support "team" months until age 17. Starting at age 17 every 3 months and 90 days prior to emancipation/aging out of foster care)		in the area of dollars	6-18 (7of 10) received one or more ILP s 8/15/2011, time period September 2010 ut of 8 youth (50%) had identified a lifelor	naintained at or above 75% participation.	CBCAP PSSF	A Political Edition (A)	Cullipleted/Ongoing				July 2012	
Outcome/Systemic Factor: 8A. Youth transition to adulthood County's Current Performance: At SIP onset, CWS data demonstrated poor comservices. Since that time, 70% of ILP aged youth according to SafeMeasures (TILP aged youth exiting the Juvenile Probation system, data reflecting to Probation youth are connected. ILP activities provided and tracked in CWS/CMS strategy 1.1 Begin independent transitional planning at the time outh is eligible. Identify support persons and inclinitially at 15 ½ years old, every six months and 9 of seel of the proposed of the proposed of the proposed of the proposed of the youth. Outline goals clearly in TILP, case plan and Court report with the youth. Outline goals clearly in TILP, case plan and Court report of achievable goals. Have the youth of fiderify a support "team" (Initially at 15 ½ years old and every six meetings with potential support "team" months until age 17. Starting at age 17 every 3 months and 90 days prior to emancipation/aging out of foster care)	***************************************	lance	ges 1 t date ed 4 o	II be r	the de the roces; days days	S	Φ			miT		
Milestone	Outcome/Systemic Factor: 8A. Youth transition to adulthood	At SIP onset, CWS data demonstrated poor compleservices. Since that time 7000	according to SafeMeasures (TILP Services, extract exiting the Juvenile Probation system, data reflecte 100% of probation youth are connected.	ILP activities provided and tracked in CVVS/CMS will Probation will continue to maintain its goal to improve Strategy 1.1 Begin independent transitional planning at the strategy.	Youth is eligible. Identify support persons and intertion the Transitional Independent Living Plan (TILP) proving at 15 ½ years old, every six months and 90 prior to a youth emancipating/aging out of foster care	alistic/obtainable go	TILP, case plan and Court report	1.1.2		1.1.3	Coordinator and care provider set meetings with potential support "team" (Initially at 15 ½ years old and every six months until age 17	every 3 months and 90 days prior to emancipation/aging out of foster care)
				<u> v, ш </u>	V== 0 *			e	Mileston			

Stransing Sys	Strategy 1. 2 Ensure each youth emancipating from the foster care system is connected to an involved and supportive adult or lifelong connection **CWS / PROBATION STRATEGY**		CAPIT CBCAP PSSF N/A	Strategy Rationale Connecting youth with a supportive a the isolation/separation often experiel from the foster care system. Emancily unsuccessful in their first attempts at ongoing mentoring and support after reduce homelessness and provide yo guidance to achieving self-sufficiency	Strategy Rationale Connecting youth with a supportive adult(s) will help reduce the isolation/separation often experienced upon emancipation from the foster care system. Emancipated youth are often unsuccessful in their first attempts at independence. Providing ongoing mentoring and support after leaving foster care can reduce homelessness and provide youth with practical guidance to achieving self-sufficiency
Milestone	1.2.1 Identify potential lifelong connections for youth through periodic TILP review meetings and Emancipation Conferences and update following each conference		Completed/Ongoing		ILP Coordinator Michelle Clark, ILP Supervisor Linda Downey, Division Manager, Probation Placement Officer Joelle Kewish, Senior Probation Officer Social Worker Interagency Resource/Placement Committee
	reate a process for parent/relative search r family and/or mentor supports. Utilize ebsites for family finding functions. Clude State Adoptions in Family Search and Engagement efforts.		Completed/Ongoing		ILP Coordinator Michelle Clark, ILP Supervisor Joelle, Kewish, Senior Probation Officer Social Worker
Str.	Strategy 1.3 Develop a tracking system/method to maintain contact with		CAPIT	Strategy Rationale Maintaining contact w	Strategy Rationale Maintaining contact with emancipated foster youth will provide
of t	emancipated toster youth and to meet tederal requirements of the National Youth in Transition Database (NYTD)		PSSF	follow-up opportunities	follow-up opportunities to assist them with needed services
PA	**PROBATION / CWS STRATEGY	\boxtimes	N/A	demonstrates that youth who age out of for likely to become homeless and benefit fro after emancipation to ensure life success.	demonstrates that youth who age out of foster care are more likely to become homeless and benefit from additional support after emancipation to ensure life success.
əuojs	1.3.1 Explore possibilities of adding reminders to CWS/CMS when a youth reaches age 17 in order to add a youth to a county tracking system?		October 2011	of ban	Permanent Placement Caseworker Placement Probation Officer
əliM	1.3.2 If feasible considering impact of legislative realignment, implement an incentive program to engage youth in maintaining contact to ensure the collection of data		July 2012	pissΑ	Michelle Clark, ILP Supervisor Placement Probation Officer

Michelle Clark, ILP Supervisor Corí Ashton, CWS		Family Agency (FFA) (36.9%). Q4 2010 data er, FFA placements as of the second quarter in		level care by 10%, from 36.9% to 26.9% and	ippropriate (i.e., not receiving specialized	Strategy Rationale Research demonstrates that early onset of locating and	engaging family members as a support system for children and parents can assist in reducing high level placements for youth. Family finding efforts can be utilized to stabilize children in placement and serves to establish greater opportunities for permanency for youth in the long run.	Probation staff aims to reduce number of out of home placements for youth through identifying family at the front end. Family Search will continue throughout the case to continue to nurture family system supports and placement options.	Cori Ashton, CWS Annie Hockett, CWS sign c Linda Downey, Probation
July 2013		nad 41 of its 111 foster youth placed in a Foster, decreasing FFA placements to 28.4%. Howeve ongoing efforts to improve in this area.	ly placed in a relative/approved home.	I be reduced from FFA level care to lower	lative/approved home placements when a	CAPIT	PSSF N/A	Probation staff placements for end. Family Se continue to nurl options.	Timefra
through age 21.1.3.3 Consider and research plan to develop and implement training program for caregivers to ensure collection of data	Outcome/Systemic Factor: 4B. Least Restrictive Placement	County's Current Performance: Q4 2009 data reflected Tuolumne County CWS had 41 of its 111 foster youth placed in a Foster Family Agency (FFA) (36.9%). Q4 2010 data reflects significant improvements in this measure, decreasing FFA placements to 28.4%. However, FFA placements as of the second quarter in 2011 are up to an alarming 44.6%, necessitating ongoing efforts to improve in this area.	Current Probation data reflects 0 of 5 youth are currently placed in a relative/approved home. Improvement Goal 1.0	Point in time data will reflect foster care placements will be reduced from FFA level care to lower level care by 10%, from 36.9% to 26.9% and will maintain below 28%.	Probation will Increase the number of foster youth in relative/approved home placements when appropriate (i.e., not receiving specialized treatment such as a sexual offender program)	Strategy 1. 1 Implement Family Search and Engagement / Family Finding	**CWS / PROBATION STRATEGY**		1.1.1 Develop volunteer corps trained and skilled in family search/engagement. This effort may include AmeriCorps, Parent Partner and/or training interns for CWS and probation.

1.1.2 Research available family search databases to be used to locate and connect with families on behalf of clients. 1.1.3 Develop procedural guide and best practice tool using Family Search and Engagement training materials through the Northern California Training Academy, UC Davis Extension 1.1.4 Implement Family Search and Engagement program to serve active foster youth and families. 1.1.5 Research new initiatives in foster care / relative home recruitment, retention, and support (i.e. Quality Parenting Initiative).		·	1	1
	Linda Downey, Probation Cori Ashton, CWS	Cori Ashton, CWS HSA Analyst	Cori Ashton, CWS Linda Downey, Probation	Cori Ashton, CWS Linda Downey, Probation Michelle Clark, Licensing
 1.1.2 Research available family search databases to be used to locate and connect with families on behalf of clients. 1.1.3 Develop procedural guide and best practice tool using Family Search and Engagement training materials through the Northern California Training Academy, UC Davis Extension 1.1.4 Implement Family Search and Engagement program to serve active foster youth and families. 1.1.5 Research new initiatives in foster care / relative home recruitment, retention, and support (i.e. Quality Parenting Initiative). 	Completed	Completed	Completed	June 2012
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	nd	nd ugh my,	1.1.4 Implement Family Search and Engagement program to serve active foster youth and families.	Research new initiatives in foster care relative home recruitment, retention, a support (i.e. Quality Parenting Initiativ

Str	Strategy 1.2		CAPIT	Strategy Rationale		
=	implement vyraparound services.		CBCAP	40 counties in California	40 counties in California are currently utilizing Wraparound as	
			PSSF	a strategy to reduce high	a strategy to reduce high-level placements and to	
		\boxtimes	N/A	collaboratively engage ta options. The Wraparound	collaboratively engage ramilies in multi-faceted service options. The Wraparound strategy will be considered and	
				assessed while remaining	assessed while remaining open to its challenges considering	
				Current SIP, Program imp	registative rearginitiem issues beginning in year two of this current SIP, Program implementation will be weighted	
				accordingly considering t	accordingly considering the many unknowns and priority shifts	
	The state of the s			that exist in times of such fiscal uncertainty.	n fiscal uncertainty.	
	1.2.1 Reconvene with stakeholders to gain input	Nover	November 2011		Ann Connolly, HSA Director	-
	on draft wraparound plan considering new				Adele Arnold, Probation Chief	
ŧ	legislative realignment and the fiscal			0	Behavioral Health Director	
uc	impact to both CWS and Probation			1 b	Karen McGettigan, HSA Staff	
)]S	operations.	211		nəu	Analyst	
əliN	1.2.2 Meet with state consultant to review draft	Decei	December 2011	bis		1
V	wraparound plan			s∀	Ann Connolly, HSA Director	
	-	11.1		1	Adele Arnold, Probation Chief	
• . :					Behavioral Health Director	
	THE PROPERTY OF THE PROPERTY O				Karen McGettigan, HSA Staff	

Review draft plan and finalize plan det with stakeholders Submit final wraparound plan to the Tuolumne County Board of Supervisor submission to the state 1.3 Ogram(s) to reach youth (other than trap orgram(s) to reach youth (other than trap orgrams (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng and create a strategy for implementation and create a strategy for implementation and create a strategy for implementation selected service/activity. Research an include pretest/posttest component to gauge program effectiveness. Prepare contract for services and com first cohort of participants as pilot for program development.			Analyst
with stakeholders 1.2.4 Submit final wraparound plan to the Tuolumne County Board of Supervisors submission to the state Strategy 1.3 Develop program(s) to reach youth (other than traccounseling) that can maintain children locally (addichildren's psychosocial needs) 1.3.1 Research alternative therapeutic programs (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng and create a strategy for implementatin cselected service/activity. Research and include pretest/posttest component to gauge program effectiveness. 1.3.4 Prepare contract for services and complifies cohort of participants as pilot for program development.	t plan and finalize plan details	January 2012	
1.2.4 Submit final wraparound plan to the Tuolumne County Board of Supervisor submission to the state Strategy 1.3 Develop program(s) to reach youth (other than traccounseling) that can maintain children locally (addichildren's psychosocial needs) 1.3.1 Research alternative therapeutic programs (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng and create a strategy for implementation congram to implement as a pilot program to implement as a pilot program of gauge program effectiveness. 1.3.2 Identify one alternative therapeutic program to implement as a pilot program of create a strategy for implementation congram to implement to gauge program effectiveness. 1.3.4 Prepare contract for services and complifiest cohort of participants as pilot for program development.	olders		Ann Connolly, HSA Director Adele Arnold, Probation Chief
1.2.4 Submit final wraparound plan to the Tuolumne County Board of Supervisor submission to the state Tuolumne County Board of Supervisor submission to the state Develop program(s) to reach youth (other than trac counseling) that can maintain children locally (addichildren's psychosocial needs) 1.3.1 Research alternative therapeutic programs (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng Dogs, Drum Circle, Sources of Streng and create a strategy for implementation cycle selected service/activity. Research and include prefest/posttest component to gauge program effectiveness. 1.3.4 Prepare contract for services and complifirst cohort of participants as pilot for program development.	·		Behavioral Health Director Karen McGettigan, HSA Staff
Strategy 1.3 Develop program(s) to reach youth (other than trac counseling) that can maintain children locally (addichildren's psychosocial needs) 1.3.1 Research alternative therapeutic programs (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng and create a strategy for implementatic program to implement as a pilot program and create a strategy for implementation c selected service/activity. Research and include pretest/posttest component to gauge program effectiveness. 1.3.4 Prepare contract for services and complement.			Analyst
Strategy 1.3 Develop program(s) to reach youth (other than traccounseling) that can maintain children locally (addicting) that can maintain children's psychosocial needs) 1.3.1 Research alternative therapeutic programs (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng and create a strategy for implementation controlled pretest/posttest component to gauge program effectiveness. 1.3.2 Identify one alternative therapeutic program to implementation controlled pretest/posttest component to gauge program effectiveness. 1.3.4 Prepare contract for services and computers to participants as pilot for program development.		June 2012	Ann Connolly, HSA Director Adele Arnold Probation Chief
Strategy 1.3 Develop program(s) to reach youth (other than traccounseling) that can maintain children locally (addichildren's psychosocial needs) 1.3.1 Research alternative therapeutic programs (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng and create a strategy for implementatic program to implement as a pilot program and create a strategy for implementation c selected service/activity. Research and include pretest/posttest component to gauge program effectiveness. 1.3.4 Prepare contract for services and complication of gauge program development.	county Board of Supervisors for		Behavioral Health Director
Strategy 1.3 Develop program(s) to reach youth (other than trac counseling) that can maintain children locally (addictionally counseling) that can maintain children locally (addictionally beginned by the programs (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng Dogs, Drum Circle, Sources of Streng and create a strategy for implementation confinctional program to implement as a pilot program and create a strategy for implementation confinctional program effectiveness. 1.3.4 Prepare contract for services and complement.	to the state		Karen McGettigan, HSA Staff
Develop program(s) to reach youth (other than trac counseling) that can maintain children locally (addichildren's psychosocial needs) 1.3.1 Research alternative therapeutic programs (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng and create a strategy for implementatic program to implement as a pilot program and create a strategy for implementation c selected service/activity. Research and include pretest/posttest component to gauge program effectiveness. 1.3.4 Prepare contract for services and complement of participants as pilot for program development.			Analyst
counseling) that can maintain children locally (addicting) by programs (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng and create a strategy for implementatic and create a strategy for implementation continued program effectiveness. 1.3.3 Develop protocols for implementation continued program effectiveness. 1.3.4 Prepare contract for services and complication of gauge program effectiveness. 1.3.4 Prepare contract for services and complication of gauge program development.	and the state of t		Strategy Rationale Many voith are in peed of support to address their
children's psychosocial needs) 1.3.1 Research alternative therapeutic programs (i.e. equine, 4-H, Therapy Dogs, Drum Circle, Sources of Streng and create a strategy for implementatic program to implement as a pilot program and create a strategy for implementation completed service/activity. Research and include pretest/posttest component to gauge program effectiveness. 1.3.4 Prepare contract for services and completes contract for services and completes contract of participants as pilot for program development.	ieach youn (omer man naoineilaí aintain children locally (address	CBCAP	many your are in need of support to address their boxchosocial needs but are either not prepared to able to
1.3.1	needs)	PSSF de	delve into formal behavioral heath ("talk therapy") services.
1.3.1			Research supports the use of animal assisted interventions as a means to reach vouth more indirectly with boundaries.
1.3.1			relationship building, etc. Opportunities range from equine to
1.3.1 1.3.3 1.3.4			therapy dogs, drum circle, and/or Sources of Strength program. When children receive services that are targeted to
1.3.2	alternative therapelitic	Completed	Annie Personal receds, pracernent stability is crimanical.
1.3.3	i.e. equine, 4-H, Therapy n Circle, Sources of Strength.).		
1.3.3	ogram	Completed	Cori Ashton, CWS Annie Hockett, CWS
		Completed	gne Cori Ashton, CWS
		.	Assignment Annie Hockett, CWS
- 5	itract for services and complete of participants as pilot for velopment.	Completed	Cori Ashton, CWS HSA Analyst
1.3.5 Develop second conort of participants	ond cohort of participants	November 2011	Annie Hockett, CWS

NS.	S	S VS
Emily Amoruso, CWS	Annie Hockett, CWS Emily Amoruso, CWS	Annie Hockett, CWS Emily Amoruso, CWS
	October 2012	October 2012
adjusting for lessons learned and to expand participation	1.3.6 Develop additional funding source to support program sustainability	1.3.7 Engage program participants in speaker's bureau to further project's mission and promote community awareness, develop youth leadership, and engage foster youth in improving program outcomes

Strategy Rationale Research shows that close to 50% of children investigated for abuse or neglect have needs for behavioral health services. Half of these actually receive these services, necessitating the need for an effective screening tool to identify issues at onset of CWS involvement. Use of the ASQ tool has shown improved identification of mental health needs, delays, and need for regional center services. Fewer children may necessitate placement and lower levels of placement are possible when they are accurately assessed for service supports which may be provided in the home. Ultimately, caregivers become more aware of age-appropriate expectations and engaged in providing the necessary developmental assistance to ensure proper early childhood development. CBCAP will only support the purchase of ASQ supplies and infrastructure for community based organizations	Rebekah Elizondo, CWS	Cori Ashton, CWS Program Manager Annie Hockett, CWS Rebekah Elizondo, CWS	HSA Analyst
Strategy Rationale Research shows that clos abuse or neglect have ne Half of these actually recened for an effective scree CWS involvement. Use of identification of mental he regional center services. I placement and lower leve they are accurately asses be provided in the home. aware of age-appropriate providing the necessary of proper early childhood de the purchase of ASQ supleased organizations		of bangissA	
CAPIT CBCAP CBCAP N/A N/A	Completed	Completed	Completed
Jo.		əmsıləmiT	
Strategy 1.4 Implement Use of Ages & Stages Questionnaire (ASQ) for all children ages 0-3 with substantiated allegation of abuse/neglect.	2.1.1 Prepare RFQ/RFP for ASQ services with Bidder's Meeting/Training on use of the ASQ tool.	2.1.2 Provide training on ASQ tool to key partners and CWS staff who have expressed interested in providing ASQ screening to children as part of their contact with families.	2.1.3 Develop agreements with community partners committed to screening children 0-3 using the ASQ toolkit.

	2.1.4 Prepare internal procedures to ensure all youth ages 0-3 with open CWS case are referred and screened using ASQ tool.	O	Completed		Cori Ashton, CWS	
	2.1.5 Develop tracking tool for all 0-3 aged youth with active CWS case to ensure ASQ screen completed and monitored.	0	Ongoing		Cori Ashton, CWS	
Outc	Outcome/Systemic Factor: 2B Timely Response to 10 day referrals					
Cou	County's Current Performance: Q4 data initially demonstrated a decline in 10 day response compliance to 88.1% from 96.6%, a drop of 8.5% since Q4 2006. Performance has improved by 3.6 percentage points, from a low of 88.1% at the onset of the current SIP to 91.7% in the second quarter of 2010.	ise compat the or	oliance to 88.1	1% from 96.6%, a drop rent SIP to 91.7% in th	of 8.5% since Q4 2006. Perlance second quarter of 2010.	ormance has
mpi Main	Improvement Goal 1.0 Maintain CWS social worker response to 10 day referrals to achieve 92% compliance.	to achik	eve 92% com	oliance.		
Stra mple espe	Strategy 1. 1 Implement internal office policies to increase 10 day response compliance on emergency response referrals.		CAPIT	Strategy Rationale Staff attempting to b (timely response) ar	Strategy Rationale Staff attempting to balance priorities between field investigation (timely response) and court/legal obligations is often forced to	investigation en forced to
				- choose between multiple Emergency Response ur Dependency Unit will allc and will free investigating	choose between multiple conflicting priorities. Splitting the Emergency Response unit into an Investigations Unit and Court Dependency Unit will allow less serious conflicting obligations, and will free investigating social workers to meet field visit	tting the Jnit and Cour i obligations, ield visit
enoteeli	1.1.1 SW contact with families will be entered prior to closing a referral in order to demonstrate compliance. SafeMeasures© reports will be reviewed weekly for compliance improvements and to address timeliness early in process.	neframe Q	Completed/Ongoing	prio	Mike Arndt, CWS ER Supervisor	upervisor
IAI	1.1.2 Divide ER unit into two teams so that staff can more readily focus on referral compliance		Completed		Mike Arndt, CWS ER Supervisor	Supervisor
Sed and a sequential s	Strategy 1. 2 Redevelop a cost effective and productive DR program		CBCAPIT CBCAP PSSF N/A	Strategy Rationale Tuolumne County is restructuring its DR program to meet restraints presented with the onset of Realignment effection the 2011-12 fiscal year and beyond. An updated RFP for services was presented to the community to include DR a Community StepDown Services as well as a strong Famil	Strategy Rationale Tuolumne County is restructuring its DR program to meet fiscal restraints presented with the onset of Realignment effective in the 2011-12 fiscal year and beyond. An updated RFP for DR services was presented to the community to include DR and Community StepDown Services as well as a strong Family	to meet fiscal t effective in RFP for DR te DR and g Family

				service delivery within the community.	in the	community.	_
əu	1.2.1 Reissue RFP for Differential Response services. Incorporate Community StepDown Program and Family Group Decision Making initiatives to support families phasing out of CWS	əw	Completed		ot b	Cori Ashton, CWS HSA Analyst	·
otesliM	1.2.2 Identify sustainable funding source either within the new legislative realignment funding pool or outside funding to develop a community based, citizen engaged response system to low risk family interventions.	erləmiT	October 2012	2	əngissA	Cori Ashton, CWS HSA Analyst	3
	1.2.3 Implement self-sustaining community based intervention model for differential response services to prevent child abuse, to intervene early in lower risk families, and to ensure community participation in providing a safety net for families.		October 2013	<u>n</u>		Cori Ashton, CWS PCATC Chair	

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.

New legislative realignment issues impact both the CWS and Probation fiscal support and may impede program initiatives if competing interests

-Hiring of new staff during tough economic conditions (i.e. to implement family finding, foster family retention, etc.)

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

--Identifying sustainable funding for alternative therapeutic programs including fee for providers, transportation needs for youth (especially if the youth are placed out of county but participating in the in-county program)

-Fund matching needed for additional staff person to implement family finding programs, differential response, and community step-down services

-Family finding database(s) needed

-Access to funding to support a parent partner and step-down program is crucial

identify roles of the other partners in achieving the improvement goals.

-Infant Child Enrichment Services (ICES) Raising Healthy Families Program will implement the Nurturing Parent program with DDC clients (roll out program)

PCATC collaborators will also be instrumental in creating and maintaining the Parent Partner Program. They will lead the recruitment efforts for

volunteer parents and may support efforts to run a second Parent Leadership Training Academy. - Members of Parent Advisory Committee are committed to achieving goals outlined in this SIP after much effort in the past three years to see programs such as the Parent Partner program come to fruition. Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

multiple needs (i.e. drop require number of group attendance over time, begin the newly created Step Down Program in lieu of or ion addition to reunification. The court will be asked to change the way clients begin aftercare by approving a more structured aftercare program inclusive to -Currently the DDC clients generally enter an aftercare program specific to substance abuse issues only 3 months prior to completing the existing aftercare substance abuse groups).

-ER staff will be asked to enter contacts specific to face to face interactions required prior to closing a case so that compliance with required contact can be accurately reflected.

CWS Outcome Improvement Project (CWSOIP) Narrative

As stated earlier, outcomes selected for improvement during the 2010–2013 cycle include: Measures C.1.4 Reentry Following Reunification, 8A. Youth Transitioning to Self-Sufficient Adulthood, 4B. Least Restrictive Placement, and 2B. Timely Response to 10 day referrals. During SIP Stakeholder meetings, the issue regarding targeted funding for system improvements was discussed, including CWSOIP funding, aimed at supporting county efforts to improve safety, permanency, and well-being for children and families. This first year of the 2010-2013 SIP CWSOIP funds supported implementation, staffing, and purchasing services directly related to the activities outlined in this SIP.

The Probation Department utilized the CWSOIP allocation for fiscal year 10/11 to support youth in transition and concurrent planning activities while including families in the case planning process to achieve permanency for youth aging out of the juvenile justice system. Further, the allocation was utilized to assist families that had children residing outside the county and also paid for other fees and services needed to improve parental involvement to strengthen family bonds and assist in the family reunification process. Examples include: funding for family counseling, gas cards for parents to travel out-of-county for visitation and counseling sessions; in-depth psycho-social assessments including one completed by UC Davis CAARE Center (to ensure appropriate services to meet the needs of the youth and family); activities related to family counseling assignments (i.e., learning communication skills and how to compromise and make family decisions); and journaling materials.

Child Welfare Services and Probation, focusing on the Independent Living Program (ILP), developed a more streamlined and comprehensive Transitional Independent Living Plan (TILP) system. Efforts included formalizing a family finding process to assist youth in creating a viable transition plan, identifying a supportive adult(s) to achieve permanency for our youth, and placing volunteers in CWS to serve as Youth Life Coaches who monitor, mentor, and serve ILP youth. Supporting youth and families with efforts to exit the Juvenile Justice system with an effective transition plan is intended to result in better outcomes for the youth and the community. CWSOIP monies were expended to further this mission.

CWSOIP was utilized to pay for full implementation of a community wide Ages and Stages Questionnaire (ASQ) training including full ASQ kits for all partners who agreed to enter into an MOU with the intent to screen all youth ages 0-3 with a substantiated finding of abuse or neglect. Monies were also used to engage the community in development of Parent Partner initiatives, to identify alternative solutions to our Differential Response Program breakdown, and to begin early development of a program aimed at assisting CWS clients to 'step down' from CWS intervention in a supportive, community based manner (Community Step Down Program).

Additionally, efforts to improve family search and engagement activities from the onset of a CWS case have been supported through CWSOIP funds.

The Probation Department will adhere to Title IV-E rules when claiming federally allowable activities associated with CWSOIP in accordance with County Fiscal Letter 09/10-14, dated October 7, 2009.